

CHAPTER 18

ADMINISTRATION

This chapter will provide information regarding managerial and administrative functions you, the Master-at-Arms (MA), will encounter. These duties will be as much a part of your job as supervising the personnel in your division.

ORGANIZATIONAL STRUCTURE

LEARNING OBJECTIVES: Describe the factors that determine the basic structure of Navy law enforcement units. Describe four types of organizational charts.

Because Navy units differ in many ways, a definite organizational structure cannot be prescribed for all Navy law enforcement units. Each command should look at various elements and adjust the organizational structure to fit the needs of the command.

DETERMINING FACTORS

The factors that must be considered in determining the basic structure of the law enforcement office are as follows:

- The mission of the command
- The type of command
- The size, location, and special requirements of the command
- The local operating conditions
- The availability of personnel
- The emphasis to be placed on each law enforcement function

A Navy law enforcement unit should be constructed to accomplish the fundamental objectives of a military organization. The objectives are as follows:

- To accomplish the mission
- To ensure coordination and control
- To fix responsibilities
- To group closely related functions
- To economize on personnel and equipment

An examination of the organization of installations, of commerce and industry, and of public agencies indicates that there are certain basic principles of organization that are successful in accomplishing a mission. That does not imply that these principles are applicable in every situation. They are, however, to be regarded as questions that the organization planner must answer in the light of the organizational structure.

The organization should have a clearly understood objective, and every segment of the organization should understand its purpose in relationship to the accomplishment of the organizational objective.

The responsibility assigned to all segments and members of the organization should be specific, clear-cut, and understandable to avoid duplication, omission, and neglect resulting from an unassigned duty.

Authority to act should be delegated to the lowest level practical and should be sufficient to carry out the responsibilities assigned to that level.

Every member of the organization should report to one—and only one—superior.

Individuals reporting directly to a supervisor should not exceed the number that he or she can control, supervise, or direct effectively. For example, within the military structure the section is most usually thought of as being the smallest element that one individual controls, supervises, and directs. The maximum span of control varies greatly and will depend upon such factors as the following:

- Experience, training, and personality of superiors and subordinates
- Degree of similarity among subordinate jobs
- Distance by which superiors and subordinates are separated
- Complexity of organization

Every member of the organization should know to whom he or she reports and who reports to him or her.

Each necessary function should be assigned to a single segment of the organization. Related functions should be grouped; unrelated functions, separated.

Staff sections should act only within the scope of their responsibilities. Directives to subordinate units should be properly staffed and follow the command channel.

To the maximum extent possible, consistent patterns of organization should be used at all levels.

Authority and responsibility should be sufficiently delegated to free the delegator of burdensome detail. Heads of organizations may thus manage by exception rather than by review of all routine subordinate actions. Hence, they will become involved only in those actions that are out of the ordinary (exceptional) and cannot or should not be handled by their subordinates.

ORGANIZATION CHARTS

Organizational structure should be reduced to writing and/or chart form. This is to relate structure, assignment of functions, and relationships that members of the organization need to know.

There are several types of charts that may be used to portray graphically the plan of organization of a security department. These include the structural chart, functional chart, position chart, and combination chart.

Structural Chart

This is a chart depicting the structure of an organization. Its purpose is to outline the basic relationship of various components of an organization without including an excessive amount of distracting information (fig. 18-1).

Functional Chart

This chart is used primarily to fix responsibilities or duties by assigning them to specific components or

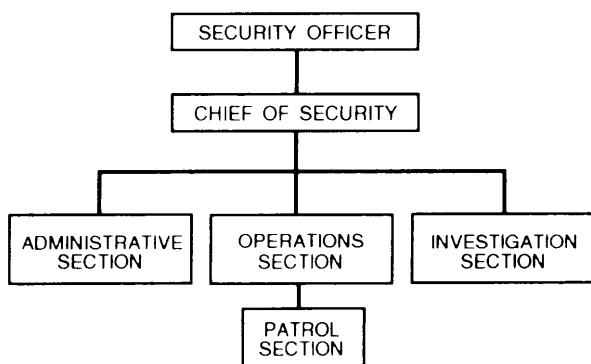


Figure 18-1.-Structure of a typical security department.

segments of an organization. Within each of the various boxes on the chart, a statement or listing is presented of the function assigned to the particular organizational segment represented by that box (fig. 18-2).

Position Chart

This chart shows the names, positions, and titles or grades of personnel as they fit into the plan of organization.

Combination Chart

Structural, functional, and position charts may be combined by including in each box all the data that would be carried separately on two or more of them. This is practical when the organization is simple; however, when many levels and subdivisions exist within an organization, such a chart may become impractical or unmanageable.

In summary, remember that an organization is not static; hence, it must be constantly reviewed to ensure continuing effective direction of all organizational operations.

PLANNING AND PROGRAMMING

LEARNING OBJECTIVES: Explain the difference between a plan and a program. Describe the characteristics of a good plan. List the requirements necessary to support a Navy law enforcement operation.

A plan is a detailed statement of the course of action to be followed in accomplishing the commanding officer's mission. It may be written or oral, as the

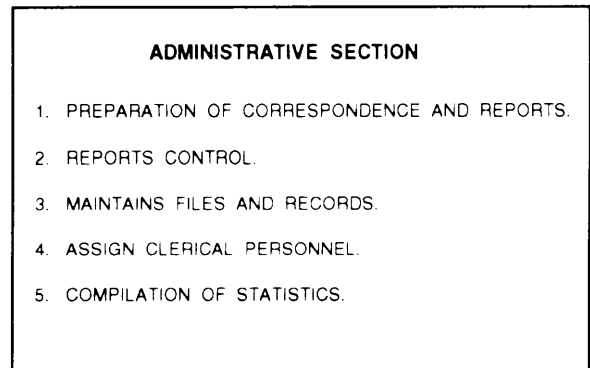


Figure 18-2.—Functional chart of administrative section of a Security department.

situation warrants. A plan normally includes a consideration of the general situation, mission, tasks of subordinate units, administrative and logistical matters, and command and communications matters.

A program is a course of administrative action devised for the accomplishment of a specific objective according to a time schedule. The specifics of the program include time-phasing, the work to be done, and the means to be allocated for the program's accomplishment.

PLANNING

Planning is a continuing process. The necessity of anticipating future courses of action requires that you make continuing estimates of the current and anticipated situation. Planning must be systematic—a clearly and easily understood routine operation.

The planning must conform to the policies and directives of the commanding officer. In the absence of specific or pertinent orders or directives, and pending the approval of the commanding officer, the planning is based upon assumptions that are consistent with sound judgment and a thorough knowledge of the mission. For instance, the planning may be based on the mere anticipation of a forthcoming event, incident, or condition. In the initial stages, some portions of a plan may be based entirely upon assumption. As additional information becomes available, and as the estimate of the situation changes, corresponding modifications should be made in the plan.

A developed plan should be flexible and practical, and should be thoroughly coordinated. Requirements for manpower, equipment and supplies, construction, communications, transportation, and similar factors are essential and should be incorporated in the plan.

REQUIREMENTS

Estimating requirements for a Navy law enforcement operation calls for estimates to be prepared within the scope of the directives and assumptions under which you operate.

Units and Personnel

The situation and the mission generally determine the law enforcement unit and personnel that are required for the support of an operation. In recommending requirements, you should consider the following:

- Capabilities of organic units

- Additional support required
- Geographic, social, and political aspects of the area of operations
- Requirements for riot control, for confinement facilities, and for supporting military government.

Equipment

The equipment required by security departments to perform their mission is determined by analyzing such factors as the following:

- organic equipment of assigned and other available security departments
- special equipment needs for riot control and similar needs that may be required
- estimated wear-out, maintenance, and replacement rates

Facilities

The following facilities may be required for the performance of law enforcement operations:

- Headquarters for directing security operations
- Confinement facilities for military prisoners
- Facilities for special activities

The number, size, and location of the facilities are determined by analyzing such factors as the following:

- Assigned missions; for example, law enforcement, traffic control, and circulation control of individuals
- Estimate of military prisoners to be confined

In planning the location of law enforcement facilities, every attempt should be made to consolidate functions that reduce administrative overhead.

WORK PROGRAMS

LEARNING OBJECTIVES: Define work simplification. List and describe several techniques for improving work methods.

An important aspect of management is the accomplishment of assigned tasks economically. To achieve maximum efficiency and productivity, plan

carefully. Make every effort to improve the work situation and to realize optimum use of available manpower and resources.

Work simplification is a commonsense, systematic method of identifying and analyzing work problems, developing solutions, and installing improvements. This will promote better use of equipment, material, time, and personnel, any or all of which maybe in short supply.

Several techniques have been developed that the leading petty officer can use for improving work methods. These techniques consist of analyses of the distribution and volume of work, steps in the sequence of operations, physical motions involved, and space arrangements. All five techniques are not necessarily involved, or even practical to use, when surveying a particular work problem. It is not always possible, for instance, to alter physical arrangements, particularly aboard ship. The conduct of one analysis, however, may reveal the need to conduct another type to achieve maximum use and efficiency.

Keep in mind that the techniques discussed are merely some methods of analyzing work programs. They do not guarantee a cure for any problems uncovered. Careful analysis, however, should lead to the more effective use of available personnel, whether it is through expansion or reduction of work undertaken, through job or responsibility reassignments, or any other action.

CRIME PREVENTION

LEARNING OBJECTIVES: Define the terms used in crime prevention. State the two factors of any criminal act. Explain crime prevention and state the purpose of the crime prevention survey.

Formulating a comprehensive crime prevention program, to be effective both within an installation and the surrounding community, is a command responsibility.

You must elicit the support of the members of the staff and also the members of governmental and law enforcement agencies of the civilian community. That includes all agencies that in some way contribute to minimizing the opportunity to commit crime.

DEFINITIONS

We will now briefly introduce you to some of the more common terms used in crime prevention.

- *Crime*— An act or omission, defined by law, and made by constituted authority through a judicial proceeding for the protection of society.
- *Crime prevention*— The anticipation, recognition, and appraisal of a crime risk, and the initiation of some action to remove or reduce it. Crime prevention is a direct crime patrol method that applies to before-the-fact efforts to reduce criminal opportunity, protect potential human victims, and prevent property loss.
- *Crime prevention inspection*— An onsite evaluation of the crime prevention program of a unit, section, office, or other facility.
- *Crime prevention campaign*— A program designed to deal with the control or prevention of specific types of crime based on patterns of occurrence, offenders, and victims.
- *Crime repression*— The reduction of crimes and offenses through such measures as patrolling, and physical security and crime prevention surveys and inspections. This also includes observing of persons and places considered crime-producing and discouraging military personnel from participating in activities conducive to crime.
- *Crime risk management*— The development of systematic approaches to reduce crime risks.

FACTORS OF CRIME

Usually there are two factors present in the commission of any criminal act: (1) the desire and (2) the opportunity. To have maximum effect, the crime prevention program must be directed toward both of these factors. Crime prevention is designed specifically to nullify the individual's desire to commit criminal acts and to eliminate or neutralize the opportunity of committing such acts. Actual offenses can be minimized, and much effort expended on the prosecution of offenders can be avoided by the following:

- Elimination of the opportunity to commit crime by the application of effective police preventive techniques

- Minimization of desire to commit crime by the application of social welfare techniques available to the commanding officer

PREVENTION OF SPECIFIC CRIMES AND OFFENSES

The Navy crime prevention program is concerned with types as well as the number of crimes and offenses. The effectiveness of crime prevention techniques depends largely upon the nature of the crimes and offenses being committed and the measure of attention that might be reasonably focused upon them. The application of preventive techniques should be made after a careful analysis of the situation has revealed the causative and contributing factors involved. You must be aware of the need for analysis so that in the conduct of your investigation, you will look for causes and be prepared to make recommendations for prevention.

CRIME PREVENTION SURVEY

The Navy crime prevention survey is a professional and technical review and analysis of existing conditions within a command that tend to have a bearing upon criminal conduct on the part of personnel of the command. Such a survey normally is initiated when the offense or incident rate increases and when statistics show that the offenses are occurring in specific areas or at certain off-base establishments.

The objective of the crime prevention survey is to determine the causative factor responsible for the offenses and to enable the formulation of recommendations for remedial action. It determines the nature, extent, and underlying causes of crime; evaluates present crime prevention efforts; and makes recommendations for improvement of crime prevention action. The crime prevention survey is one of the essential component parts of a well-rounded, coordinated crime prevention program. The survey may include detailed review and investigation as to the nature and extent of criminal misconduct involving personnel, military or civilian, of the command. It may also involve an evaluation of specific operation methods and procedures affecting the protection of personnel or property, and it may include an analysis of neighboring civilian environmental factors. The survey may be conducted in reference to a specific command activity or off-base establishment, or be more general in scope. Normally, a crime prevention survey is instituted for one of two reasons:

1. To supply detailed information on which to establish or update the command's general crime prevention program
2. To furnish timely data and technical recommendations relative to crime prevention measures applicable to specific facilities or situations within command areas of interest

Relationship of Crime Prevention Surveys to Physical security Inspections

Physical security inspections provide an evaluation of all the physical security measures, emergency and disaster plans, and other procedures used to protect an installation or activity within the installation.

A crime prevention survey is an investigation of a specified activity, area, or condition for the purpose of minimizing or eliminating the opportunity or desire to commit or engage in criminal activities, to include malfeasance, misfeasance, nonfeasance, and moral turpitude.

Figure 18-3 depicts the relationship of physical security and crime prevention surveys.

Subjects of Surveys

Factors and conditions bearing upon crime and its prevention within a command may concern activities, areas, places, or units integral to the command. In addition, conditions within areas, places, or establishments located in the civilian community may influence the conduct of both military and civilian personnel of the command. Consequently, a crime prevention survey may embrace not only matters directly under the commanding officer's jurisdiction, but also matters beyond his or her direct control. Since the latter is true, the MA should establish and maintain close working liaison in respect to police intelligence and crime prevention with civil law enforcement officials and agencies in the vicinity of the command.

Activities and areas within the command's jurisdiction and control are subject to direct action and influence, both as to operational features and environmental factors that might tend to influence the conduct of personnel. Physical security measures may largely negate opportunity to misappropriate or destroy government property by persons not authorized to be present within the protected or restricted area. Determination of types and degree of application of such measures are based on conditions revealed as a result of making a physical security inspection.

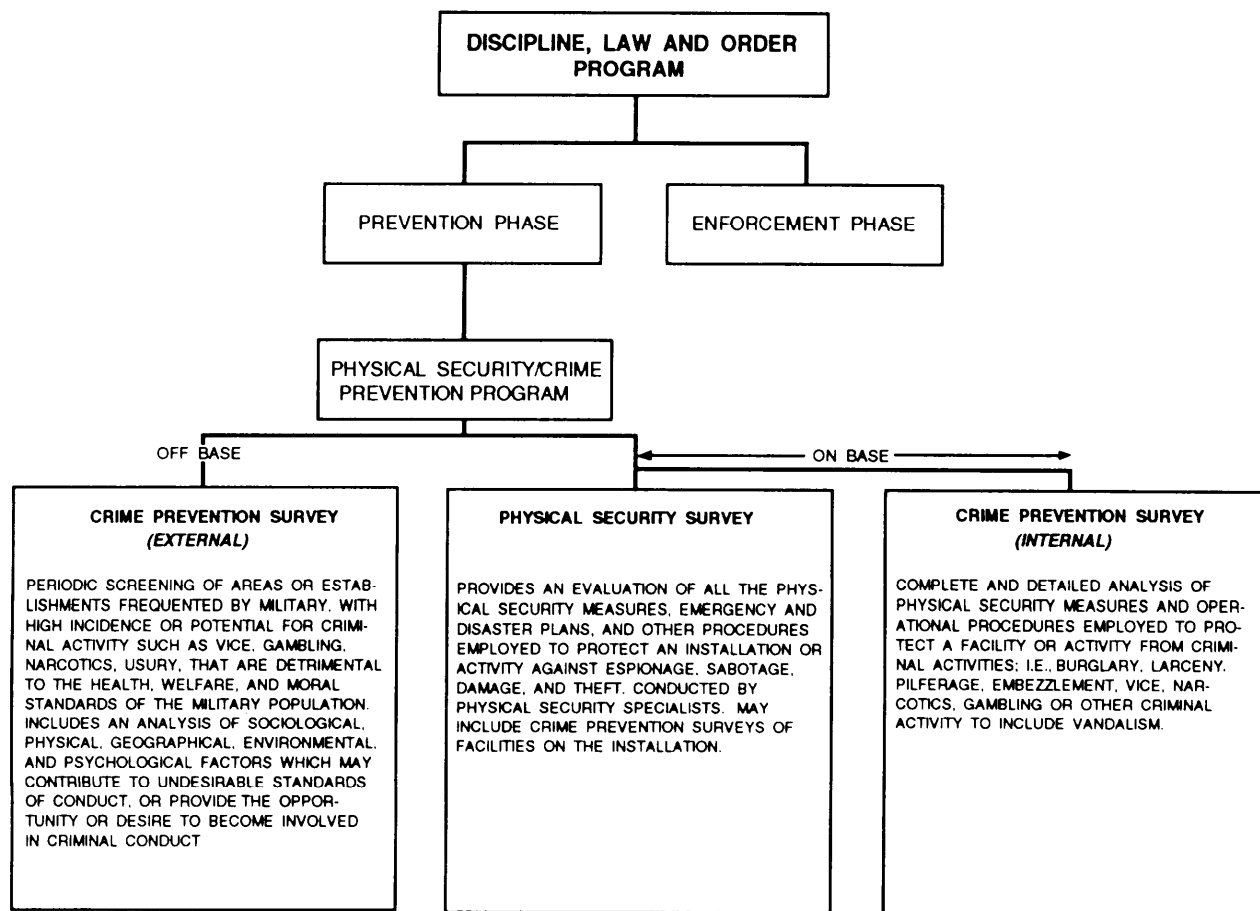


Figure 18-3.-The relationship of physical security and crime prevention surveys.

When persons are authorized to be present either in small or large numbers, physical exclusion and detection measures may be largely inappropriate as protective measures. The commanding officer will need to take cognizance of factors that may tend to create temptation or instigate impulsive misconduct in respect to individuals who are authorized to be present. Operational and environmental considerations requiring the presence of significant numbers of personnel are properly subjects of crime prevention surveys in an effort to minimize the number of personnel in critical areas.

Limited surveys of civilian establishments or areas frequented by command personnel, to observe type and manner of operations, management attitudes and policies, character of patronage, associated activities, physical conditions, and such other factors that may have an influence upon the welfare and the morale of military personnel may in instances be considered desirable or necessary for the information of the

commanding officer. In conducting such surveys, take care to avoid trespass or other violations of private rights and to avoid violation of the Posse Comitatus Act. Obtain permission for entry into nonpublic areas of establishments such as stores, theaters, cafes, and hotel lobbies. The commanding officer has no authority to require cooperation, even the answering of inquiries, on the part of civilian proprietors or authorities.

When a crime prevention survey of civilian establishments or areas is planned, primary emphasis should be placed on those establishments that are frequently visited by military personnel. However, that an establishment has a large military clientele should not in itself be used as justification for a survey. In addition, there should be either a record of criminal incidents in the establishment or area, or reasonable grounds to believe that criminal incidents might develop there. Time and available personnel permitting, establishments and areas with a smaller military

clientele or only a potential military patronage may also be surveyed.

A survey of civilian establishments or areas may develop information on which

- a recommendation that it be placed off limits to military personnel can be based;
- the commanding officer can base recommendations to the civil authorities regarding the elimination of conditions detrimental to the health, welfare, morale, and integrity of military personnel;
- a recommendation for increasing, reducing, establishing, or eliminating patrols can be based;
- investigation of offenses committed by persons subject to the *Uniform Code of Military Justice* (UCMJ) or of offenses against government property under Navy control can be initiated; or
- a recommendation can be made to civil authorities that a cooperative, concerted effort be made to eliminate an undesirable situation or increase the availability of wholesome activities and services within the civilian community.

Survey Techniques and Procedures

Personnel making a crime prevention survey and those reviewing the survey report must constantly bear in mind that every detail peculiar to a particular area, activity, or establishment and relevant to the purpose of the survey be taken into consideration. Investigative fundamentals are applicable to a crime prevention survey. The survey team should use normal investigative techniques of observation, interview, collection of evidentiary data, and methodical notation thereof, if a meaningful, useful survey report and analysis are to be accomplished. Photographs, for example, provide an excellent means of recording and describing what has been observed.

Sometimes the nature of activities being surveyed is technical or involves administrative or other procedures beyond the scope of training and investigative ability of the survey team. When that occurs, assistance should be requested from an agency that can provide such assistance. Examples of procedures that may require outside assistance are accounting, inventory control, fund management, and other similar procedures.

After completing the survey and analyzing the facts obtained, survey personnel prepare their formal survey

report, including appropriate recommendations pertinent to crime prevention.

Good community relations through the maintenance of a professional image are prerequisites to success in crime prevention. The image to be maintained is an image of lawfulness, helpfulness, decorum, effectiveness, pride, esprit de corps, and efficiency. A good public image encourages public support, which, in itself, deters crime and opens up an inexhaustible source of information during the investigation of a crime. A professional image cannot be established in newspapers or through a sales campaign. It must be carefully built on the conduct and efficiency of each member of the unit.

STATISTICAL REPORTS

LEARNING OBJECTIVES: Define the term *law enforcement statistics* and explain how statistics help develop plans and policies. List six preliminary questions that may be answered by crime statistics. Explain how to calculate percentages and how to determine rates. Describe how statistical information is compiled and presented.

The term *statistics* means the science of the systematic collection, classification, tabulation, and interpretation of numerical facts.

The term *law enforcement statistics* pertains to statistics that are of concern to MAs in general and the commanding officer in particular. For example, numerical facts pertaining to absent-without-leave rates, alcohol factor in apprehensions, age distribution of offenders, motor vehicle accidents, motor vehicle thefts, or major crimes committed are of interest to the security department.

The proper collection, classification, tabulation, and interpretation of law enforcement statistics are of great importance to the commanding officer in enforcement and other activities.

There is a direct relationship, for example, between efficiency and effectiveness of law enforcement operations and the accuracy of analyses of general trends encountered during those operations. You can facilitate your findings of solutions to continuing problems, such as high incidence of crimes or accidents, by gathering and studying the pertinent facts. These facts are, or can be made, readily available in data that are contained in numerous records and reports.

By using statistics in one form or another in developing your plans, policies, and operations, you need to have an understanding of elementary statistical techniques in order to do the following:

- Establish standards for the evaluation of the results of your activity
- Summarize the results of prevention and enforcement activities in clear, concise, and meaningful form
- Draw general or specific conclusions of known reliability from law enforcement and other records and reports
- Support recommendations convincingly
- Determine selective enforcement requirements
- Determine laxity and inefficiency
- Be exact and definite in procedure and analysis
- Make valid comparisons of like and unlike data
- Analyze specific factors, such as type, location, and rate of crime
- Determine current trends, such as for crimes or traffic violations
- Make reasonable estimates of future trends
- Formulate short- and long-range plans

USE OF STATISTICS

You must be able to recognize situations in which you can use statistical techniques and concepts to the maximum in order to simplify your work and accomplish the mission.

Specifically, you can use statistics effectively for such purposes as the following:

- Determining unit and individual capabilities
- Making accurate and positive reports on the state of discipline in the command
- Forecasting personnel requirements
- Determining absent-without-leave rates and their causes
- Categorizing apprehensions by nature of offense
- Determining motor vehicle accident causes
- Analyzing venereal disease data

- Collating confinement data
- Projecting operating costs

Law enforcement statistics are not limited to their use in determining areas that require special enforcement attention or to recording and charting criminal occurrences. The preventive responsibilities of the MA also offer a field for the use of statistical techniques. Crime prevention, for example, is one aspect of the preventive field.

Since the purpose of a crime prevention program is to eliminate or nullify crime, the first step is to isolate specific aspects of the problem, such as the extent, character, location, and time of incidents. An accurate determination of these factors cannot be made by rule of thumb or by intuition. A detailed and systematic examination of the facts is required to obtain the essential elements of information for formulating a well-planned and efficient program of crime prevention.

USE OF RECORDED DATA

By a continuing analysis of law enforcement records and reports of criminal occurrences, you are able to detect trends and sensitive areas and to develop preventive measures. The most reliable data available is used in planning, using recorded data of past and current criminal occurrences to guide you in preparing estimates of the crime situation.

Your examination of crime statistics provides the commanding officer with answers to such preliminary questions as those that follow:

- Where are the sensitive areas?
- At what hours do most crimes occur?
- In what age groups does the bulk of the offenders fall?
- What types of crimes are committed most often?
- What is the average length of service of offenders?
- What units of the command have the highest crime rates?

The accuracy of the answers to these questions is closely related to the accuracy of the data examined and to the exactness of the analytical methods used.

You then examine the causative factors of the crimes having high rates. These factors may include an exposure to temptation coupled with a lack of

leadership, inadequate supervision, low morale, or poor law enforcement in civilian communities.

CALCULATING PERCENTAGES AND DETERMINING RATES

A statistical aid to the MA in analyzing statistical data is the calculation of percentages and rate determination. With your information, using either the percentage or rate form (whichever is appropriate), you can see where your problem areas lie.

Calculating Percentages

Percentages are helpful in the presentation of statistical data in briefings or reports. A percentage is that part that is considered in relation to the whole and calculated on the basis of 100. The following is an example of the calculation of percentage:

Example: If 800 offenses occurred during a certain month, 40 thefts would constitute 5 percent of the total number of offenses. To arrive at this result, the following computations are made.

Base figure:	800 (Offenses)
Figure compared to base:	40 (Thefts)

Divide the base figure into the figure being compared to the base and multiply the result by 100 for percentage.

$$\frac{40}{800} \times 100 = 5 \text{ percent}$$

This method may also be used to determine percentage of increase or decrease of military personnel within your area of jurisdiction. The only difference is that an additional computation must be made to determine the actual increase or decrease involved.

Example: Military personnel increased in strength from 4,852 in July to 5,294 in August. The percentage of increase is 9.1 percent.

5,294	August strength
-4,852	July strength
442	

The base figure is 4,852. The figure being compared to the base is 442. The formula for this example is

$$\frac{442}{4,852} \times 100 = 9.1 \text{ percent}$$

Percentage of decrease is calculated in the same manner.

Determining Rates

A rate is generally expressed in terms of frequency per some standard unit, as 100; 1,000; 10,000; 100,000. These figures (100, 1,000, and so on) are arbitrary figures and act as a common denominator to facilitate evaluation and comparison. An example of rate determination is the following:

Example: If 600 offenses occurred during a certain period and 30,000 military were stationed there during this period, the offense rate per 1,000 personnel is 20 (offenses per 1,000). The formula used to arrive at this result is

$$\frac{\text{Number of Offenses} \times \text{Standard Unit}}{\text{Strength}}$$

equals rate per standard unit.

In applying this formula to our example, it would appear like this:

$$\frac{600}{30,000} \times 1,000 = 20 \text{ (rate per 1,000 personnel)}$$

COMPILATION, COLLECTION, AND PRESENTATION OF STATISTICAL DATA

The statistical facts required are, for the most part, to be found in the records and reports. These reports are submitted by personnel who are engaged in the various activities under your control or technical supervision.

You should make a continuing study of these records and reports. Ensure that required statistical data is being reported or recorded and that it is current and accurate. The methods used in securing the data and maintaining the records and reports must be simple, flexible, and commensurate with the personnel available for their preparation.

Essential facts to a problem or situation are extracted from records and reports. These facts are then converted into accurate and understandable measurements of the problem or situation.

Uniform records and reports, together with other locally required records and reports, will contain several facts. Some of these facts will be of assistance in analyzing the character, the extent, the location, and the time of occurrence of incidents that require action.

Essential facts required for statistical analysis are not always available in required records and reports. In this case, you must learn whether the data is available in other staff activities of a higher or lower command. If it is necessary to make original collection of the required

facts, the arrangements are made through authorized channels for such collections.

When a special report on essential facts is received, it may either cover an entire subject or be limited to a sampling of the subject matter. Sampling is a statistical technique. In sampling a representative part of a population or group, carefully chosen samples are usually sufficiently accurate for statistical study. Allowance is made for any margin of error that is considered to be the normal error for that particular method used. Standard sampling principles must be observed if valid results are to be obtained

An aggressive and imaginative MA will use many different techniques in presenting statistical data. Each presentation should be accurately and carefully tailored to fit the situation and the facts being presented. Methods such as the following maybe used.

- Written analytical report. This type of report may be required at regular intervals and may, for purposes of clarity, be augmented by appropriate charts or graphs. It provides the commanding officer with a permanent record.

- Graphic presentation. A graph or a chart provides you with a medium for presenting, in a clear, understandable, logical, and interesting manner, a collection of facts. The meaning of these facts presented in another medium might not be clear. A graph or a chart assists the commanding officer to analyze and compare data quickly, permits the condensation of facts and figures, and demonstrates deficiencies and trends. A graph provides the same information as a table but usually has the advantage of greater simplicity and clarity. The following features are found in most graphs:

- A distribution of a group of values or of a trait or characteristic
- A brief, simple, and direct title describing what the graph represents
- The unit or units of measure used

Take care in preparing graphs in order to avoid faulty presentation and interpretation.

Data are usually obtained from various reports, records, or surveys. They appear as unorganized groupings or statements of numbers or facts. By systematic rearrangement of classification, you may give meaning and significance to data. This will facilitate comparisons with other groups of similar data, as well as further analysis of the rearranged facts.

The basic data may be rearranged as follows:

- The largest and smallest numerical values are located.
- The difference between these two values-that is, the range-is determined.
- The values are grouped in the order of their magnitude, in groups of twos, threes, fours, fives, or tens. The size of this grouping factor, called the class interval, normally is such that no fewer than 10 or more than 20 of such groupings result. Consideration is given, however, to the total number of numerical values with which it is necessary to deal.

Fundamentals of Graphic and Tabular Charts

Let's discuss the different types of table charts that are used in the security department to help display information.

CURVE CHART.—The curve or line chart (graph) (fig. 18-4) is probably the most widely used form of graphic presentation. It is very simple to construct and is most effective when the emphasis is on movement rather than an actual amount. The curve chart is normally used when data covers a long period of time. It is also possible to compare two or more series on the same chart. The curve or line chart maybe used to show trends in various enforcement activities, such as total AWOLs, vehicle registrations, offenses, apprehensions.

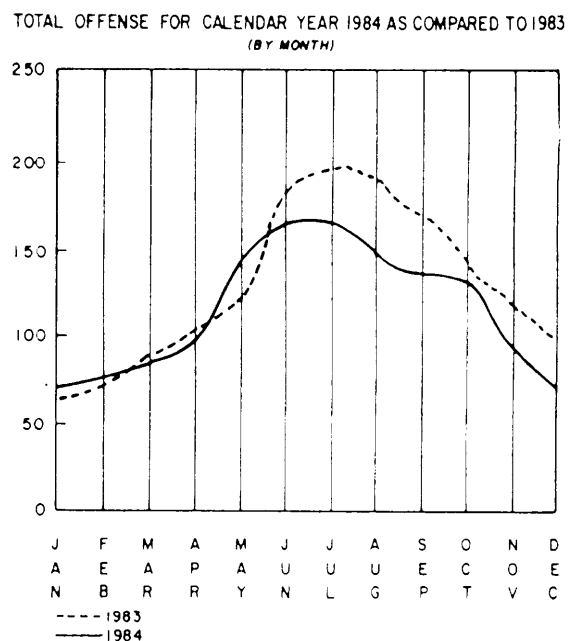


Figure 18-4.-Curve chart.

VERTICAL BAR (COLUMN) CHART.—

Another chart frequently used to depict enforcement data is the vertical bar or column chart (fig. 18-5). This chart is also used to depict numerical values of a given item over a period of time. The chart is simple to construct and readily understood. The vertical bar chart is preferable to the curve chart when a sharper delineation of trend is to be shown.

PIE (SECTOR) CHART.— The circle graph or pie chart (fig. 18-6) compares various components with each other and with the whole. This chart serves to direct attention to extreme areas.

The primary disadvantage of the pie chart is that, if many segments are involved, the chart will appear confusing. The small sections of the chart will be difficult to label in a case of that type. A bar chart is recommended when dealing with many components.

Frequency Distribution Table

The frequency distribution table (fig. 18-7) is considered an essential element of selective enforcement planning. The primary purpose of this table is to show the number and time or place of violations by category. In figure 18-7, the frequency distribution table is used to depict the number of apprehensions and type of offenses committed by personnel in various units during a 1-month period. This table may easily be applied when working with traffic statistics or major crimes.

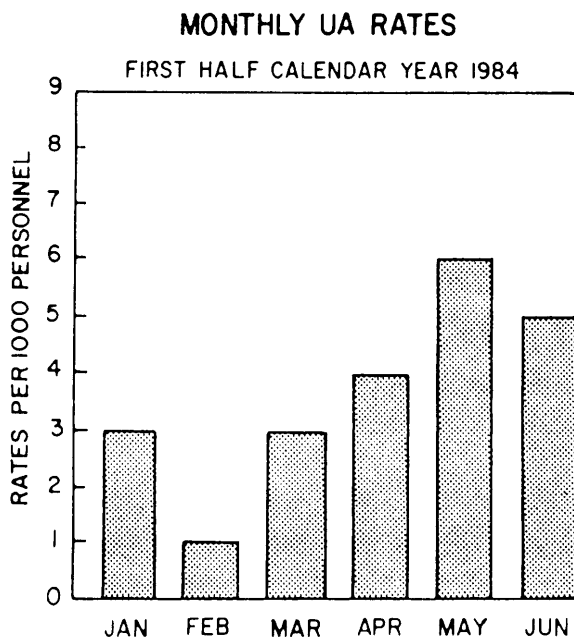


Figure 18-5.—Vertical bar (column) chart.

ALCOHOL FACTOR IN ALL APPREHENSIONS OF MILITARY PERSONNEL

JUNE 1984

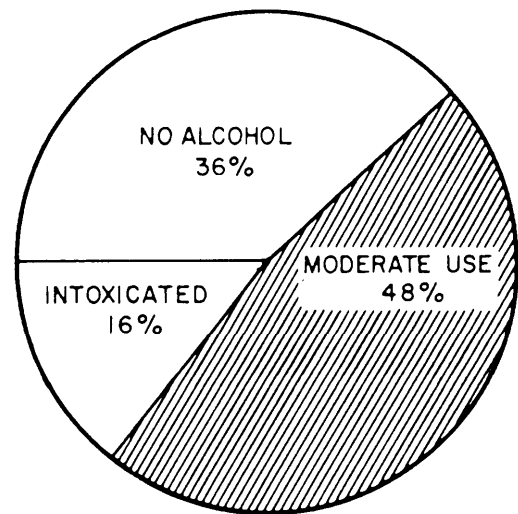


Figure 18-6.—Pie (sector) chart.

Spot Map

The spot map is another way of graphically presenting data pertaining to frequency, type, and location of accidents or incidents. This chart is also considered to be an essential element of selective enforcement planning. A map of an area is mounted on a board capable of holding pins that are stuck into it. Locations of accidents or incidents are indicated by pins stuck into the map at the location where the incidents or accidents occurred. Different types of accidents or incidents (such as injuries or fatalities) maybe depicted by different colored pins or ones with different markings. The spot map may be used as a yearly record and, if photographed, maybe compared with succeeding years.

RECORDS AND FORMS

LEARNING OBJECTIVES: Explain the importance of accurate records and reports. List the generic names and basic uses of the forms employed in Navy law enforcement.

Records and reports within a security department are of great importance in maintaining efficiency. They must be accurate, concise, and complete at all times. They are discussed in this chapter to acquaint personnel newly assigned as MAs with the large amount of legal

THE VARIOUS UNITS WILL BE LISTED IN THIS COLUMN	DRUGS	DRUNK	DRUNK & DISORDERLY	DRUNKEN DRIVING	DISORDERLY CONDUCT	OFF LIMITS	TRAFFIC	NO POST TAGS	UNIFORM VIOLATIONS	VICE	PASS VIOLATIONS	OTHER	TOTAL
	0	1	3				4	0	0			0	12
	1												1
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													0
													0
	6	2	3	9	3		23	10	1		2	2	69
		1		4	3		9	1				7	25
	0	5		2	2		6	1				4	31
					1								1
							0						1
												1	1
		1		1									2
							3	3				2	8
	25	4	0	2	0		0	0					31
	29	24	7	18	10		56	17	2		2	17	182

Figure 18-7.-Frequency distribution table. Monthly report of apprehensions.

and administrative paper work required to record all facets of law enforcement operations efficiently.

The NCIS has developed a manual for filling out the standard forms used by security departments to be used throughout the Navy called the *Reports and Forms Preparation Guide for the Navy Security Force*. The use and preparation of these forms are also discussed in the *Law Enforcement Manual*, OPNAVINST 5580.1, also developed by NCIS. Some of the most common forms, their generic names, and basic uses are as follows:

- Incident/Complaint Report. Used to record all incidents, complaints, and traffic accidents.
- Voluntary Statement Form. Used when taking a written statement from a complainant, witness, or other interested party other than a suspect.
- Military Suspects Acknowledgment of Rights Form. Used before an interrogation or when taking a written statement from a military suspect.
- Civilian Suspects Acknowledgment of Rights Form. Used before an interrogation or when taking a written statement from a civilian suspect.

- **Evidence/Property Custody Document.** Used to record and maintain a chain of custody for evidence and valuables received by a Navy law enforcement activity.

- **Evidence Tag.** Used to mark and identify specific items of evidence.

- **Record of Authorization for Search** (formerly called Affidavit for Search Authorization and Command Authorization for Search and Seizure). Submitted to the commanding officer or other person of authority to authorize a search (a basis for a command-authorized search).

This form, when completed by a person in authority, is your authorization to conduct a search of a specific person or place and to seize specific items.

- **Consent Search** (formerly called Permissive Authorization for Search and Seizure). Used to conduct a search of a person, or that person's property who has given voluntary consent to be searched.

- **Desk Journal** (formerly called a desk blotter). Used to record a chronological record of all incidents, reports, complaints, and so forth. Maintained at a patrol or security headquarters.

- **Interview/Interrogation Log.** Used to record personal data of persons interviewed or interrogated and all pertinent facts of the interview or interrogation.

- **Lineup—Acknowledgement and Waiver of Rights.** Used when a lineup is conducted of a suspect who chooses not to consult with an attorney or have one present during the lineup.

- **Telephonic Threat Complaint.** Used to record and report any bomb threats and or other threatening communications received by telephone. This form should be kept close to the telephones.

- **Traffic Accident Report.** This is a supplement to the Incident/Complaint Report (ICR) and is used in all instances of traffic accidents involving Navy vehicles or on Navy property. An ICR must also be completed with a narrative report of the accident in block 17 of the ICR form.

- **Operator's Report of a Motor Vehicle Accident Report.** This form should be in all Navy-owned vehicles at all times. The driver uses this form to report any accidents involving the Navy vehicle they are driving. This form should be completed at the accident scene, if at all possible.

- **Alcoholic Influence Report.** Used when there is alcohol involvement in incidents and accidents. If an apprehension is made, this form should be completed and listed as an enclosure on page 3 of the ICR.

- **Complaint of Stolen Vehicle.** Used to report the theft of a privately owned motor vehicle from a naval installation. It should be used in conformity with local NCIS policy and procedures.

- **Vehicle Report.** Used to report any situations in which security department personnel take physical possession of a privately owned vehicle (POV), under provisions of chapter 6, OPNAVINST 11200.5.

- **Forensic Examination Report.** Used to transfer evidence to another agency on a temporary basis, normally for laboratory examination purposes. See appendix II.

- **Field Test Results.** Used to report the informal screening test performed on a suspect regarding a controlled substance. Formal laboratory analysis should be conducted if the information is to be used as evidence in court.

- **Customer Consent and Authorization for Access to Financial Information.** Used when an official investigation is being conducted and the investigator or agency requires an individual's financial records. Individuals must be advised of their rights under the Rights to Financial Privacy Act of 1978 prior to signing.

- **Authority to Release Medical Information and Records.** Used to obtain records and information from civilian medical facilities. Individuals must personally sign this form to authorize release of their records.

- **Abandoned Vehicle Notice.** This multicopy form is used to provide written notice to the owner of a POV pending impoundment action by the security department.

- **Abandoned Vehicle Removal Authorization.** This multicopy form is used when the decision is made to tow a POV under provisions of chapter 6, OPNAVINST 11200.5. Normally the removal would be authorized by the security officer, chief of police, or other designated personnel within the security department. Check local standard operating procedures (SOP) for specific guidance.

- **Vehicle Impoundment Report.** This multicopy form is used after a POV has been towed for a violation under the provisions of chapter 6, OPNAVINST

11200.5, as a record of action. This form should be used whether the vehicle was towed by contracted (commercial) tow service or installation's public works center (PWC).

- **Notice of Vehicle Impoundment.** This multicopy form is used to provide written notice to the owner of a vehicle regarding impoundment and possible disposal if the owner fails to take action to reclaim the vehicle.

- **Law Enforcement Communications Log.** This form should be kept by the security department's dispatcher to record all significant radio transmissions during a 24-hour period.

- **Field interview card.** Completed by security force personnel when they make contact with individuals under suspicious circumstances or in unauthorized locations.

OFFICIAL PUBLICATIONS AND DIRECTIVES

LEARNING OBJECTIVES: Explain the importance of proper handling, correcting, and using of official publications. List the publications that are usually maintained by Navy security departments.

Handling, correcting, and using official publications and directives are routine, but important, duties of the MA. Much of the efficiency of any security department depends upon the condition of its official publications and directives, their accessibility, and how well you know how to use them.

You will be expected to identify the various publications by title and by appearance and to have a general idea of the content of each and the procedures to which it is related. If necessary, have a system for checking the publication out to those authorized to use it so you will always be able to locate it. If it is classified or registered, you should follow appropriate instructions for its handling.

Changes and corrections are made by inserting new pages, removing obsolete pages, or making pen-and-ink changes in the existing book. A publication that is not up to date, or one that has been changed incorrectly, is useless, because it can give wrong directions.

When a list of effective pages is included with a change, check all pages against the checklist. This procedure determines whether or not your publication is current.

You will use the various publications and directives increasingly as you learn your job. They are the references to which you will turn for information about correct procedures. In any billet, you need the answers to numerous questions. You cannot possibly remember all these answers and, in fact, you should not try to do so. Instead, you should know where to locate the information. The better you know your official publications and directives, the quicker you will be able to find what you need.

The following publications usually are maintained by Navy Security departments:

- *United States Navy Regulations, 1990*— This publication outlines the organizational structure of the Department of the Navy (DON) and issues the principles and policies by which the Navy is governed. It is published in loose-leaf form and kept in an adjustable binder so changes may be inserted as necessary. The Chief of Naval Operations (CNO) is responsible for making changes as approved by the Secretary of the Navy (SECNAV) to *Navy Regulations*.

- *Manual for Courts-Martial, United States, 1984 (MCM)*— By enacting the UCMJ, Congress established a single set of laws for administering justice to all the armed forces. The *MCM* consists of five parts: Part I—the Preamble; Part II—the Rules for Courts-Martial (R.C.M.); Part III—the Military Rules of Evidence (Mil.R.Evid or M. R.E.); Part IV—the Punitive Articles; and Part V—Nonjudicial Punishment Procedures.

Part II (R.C.M.) governs the procedures and punishments in all courts-martial and, whenever expressly provided, preliminary, supplementary, and appellate procedures and activities. Part III (M.R.E.) is construed to (1) secure fairness in administration, (2) eliminate unjustifiable expense and delay in court-martial proceedings, and (3) promote growth and development of the law of evidence to the end that the truth may be learned and proceedings justly determined. Part IV, the Punitive Articles, addresses all the punitive articles of the UCMJ. Each article includes the text of that particular article, an explanation of the article, the elements of the offense, any lesser included offenses, the maximum punishment for the offense, and a sample specification for the article.

- *Manual of the Judge Advocate General (JAGMAN)*, JAGINST 5800.7—The JAGMAN contains regulations for the DON. It is prepared by the Judge Advocate General of the Navy and covers issues such as administrative investigations; Article 138 complaints; Article 139 investigations; release of

government information; delivery of service members; service of process and subpoenas; authority of armed forces personnel to perform notarial acts; legal assistance; claims regulations; international law; customs requirements; admiralty claims; environmental protection; and payments due mentally incompetent members, physical examinations of such members, and trustee designations.

- *The United States Navy Uniform Regulations*— This publication is prepared and distributed by the Chief of Naval Personnel. It describes and lists the various uniforms for personnel in all categories, lists the uniforms required, and contains lists of articles worn or used together. It also describes occasions when the various uniforms should be worn; methods of wearing medals, decorations, ribbons, rating badges, and special markings; and gives notes on the care of the uniform. Changes are issued by the Commander, Bureau of Naval personnel as changes in uniforms occur.

- *The Department of the Navy Correspondence Manual*, SECNAVINST 5216.5—This manual is prepared and approved in the Office of the Secretary of the Navy. It contains instructions for preparing letters, endorsements, memorandums, and messages. Instructions cover all parts of correspondence such as address, subject, references, paragraphing, and signature, together with directions for assembling correspondence for signature and mailing.

- *Standard Organization and Regulations of the U.S. Navy* (SORM), OPNAVINST 3120.32. This publication is issued by CNO. It issues regulations and guidance governing the conduct of all members of the U.S. Navy. These regulations use two types of print—the material printed in uppercase is regulatory, and the material printed in plain type is for the guidance of commanders, commanding officers (COs), and officers in charge (OICs). These regulations apply to each member of the Navy individually. Violation of any provision of these regulations is punishable under the UCMJ.

- *Department of the Navy Information and Personnel Security Program Regulation*, OPNAVINST 5510.1— This publication is issued by CNO and is commonly referred to as the *Security Manual*. Its provisions apply to DON military and civilian personnel and activities. The *Security Manual* provides personnel with regulations and guidance for classifying and safeguarding classified information and for personnel security.

- *Standard Navy Distribution List (SNDL)*— The SNDL is published by the CNO and provides for the proper addressing and distribution of mail to all activities of the DON and provides a central distribution system for directives and correspondence. The SNDL is published in two parts, and each part is issued separately. Part 1 is often referred to as the yellow pages and is entitled *Standard Navy Distribution List, Operating Forces of the Navy, Unified and Specified Commands, U.S. Elements of International Communal*, OPNAVINST P09B2-107. The SNDL listings are identified by a two-digit number for each major group followed by one or more letters for each subgroup. Part 2 of the SNDL, contained in the publication *Catalog of Naval Shore Activities*, OPNAVINST P09B2-105, provides distribution lists for the Navy Department and all shore activities of the Naval Establishment. Each symbol represents a type of naval activity.

Revisions and changes to the SNDL are issued periodically, normally on a quarterly basis, by CNO. When issued, changes are of two types: page changes in the form of a supplement and serial changes. The supplements are sent to all commands, but serial changes are provided only to commands handling large volumes of mail that require up-to-date information.

- *United States Navy Physical Security and Loss Prevention Instruction*, OPNAVINST 5530.14. This instruction is prepared and distributed by the Office of Chief of Naval Operations. It establishes policy, provides guidance, and sets forth uniform standards for security measures to physically safeguard Navy property and material at Navy shore activities. This instruction was formerly known as the *Physical Security Manual*.

- *Corrections Manual*. This manual is prepared and distributed by the Office of the Secretary of the Navy. It sets forth the basic policies, standards, and procedures for the operation of Navy confinement facilities.

- *Navy Law Enforcement Manual*. Developed by NCIS, this will be one of your more important references as it will provide policy guidance and standardize procedures for Navy law enforcement activities.

- *Flags, Pennants, and Customs*, NTP 13, and *U.S. Navy Regulations*, chapter 12. These two sources contain complete information concerning honors and ceremonies.

- Other manuals. Certain commands have manuals dealing with technical subjects involved in their respective functions. If you are assigned to a department where one of these manuals is used, you should become acquainted with the format and general content.

SUMMARY

In this chapter, we looked at the organization structure of Navy law enforcement units and the

planning necessary for a Navy law enforcement operation. Work simplification was also discussed and several techniques for improving work methods were pointed out. Next, we considered crime prevention and the crime prevention survey. In the section on statistics, we examined how an accurate compilation of statistical data can help in the law enforcement effort. The most common forms and records used by Navy law enforcement were covered next, followed by the official publications and directives that are usually maintained by security departments.